

Advance Questions for Dr. Francis Harvey Nominee for Secretary of the Army

Defense Reforms

You previously have answered the Committee's advance policy questions on the reforms brought about by the Goldwater-Nichols Act in connection with your nomination to be the Assistant Secretary of Defense for Networks and Information Integration.

Have your views on the importance, feasibility, and implementation of these reforms changed since you testified before the Committee at your confirmation hearing on January 28, 2004?

1. Answer: No, my views on the importance of the reforms brought about by the Goldwater-Nichols Act have not changed. Goldwater-Nichols has significantly improved our joint operations and its goals have been irrefutably confirmed in the crucible of war. Specifically, the Goldwater-Nichols Act has significantly improved the organization of the Department of Defense, focused our joint war-fighting capabilities, enhanced the military advice received by the Secretary of Defense and provided for a more efficient and effective use of defense resources for national security.

Do you see the need for modifications to Goldwater-Nichols provisions based on any observation you have made to date? If so, what areas do you believe it might be appropriate to address in these modifications?

2. Answer: If confirmed, I will fully support the intent of the reforms and advocate legislative proposals and policies that will enhance the Department's ability to respond to the national security challenges of the 21st century. To that end, the Department will continue to examine ways to better support the goals of reform in light of our ever-changing environment.

Duties

What is your understanding of the duties and functions of the Secretary of the Army?

3. Answer: The Secretary of the Army is subject to the authority, direction, and control of the Secretary of Defense. The position of the Secretary of the Army is outlined in Title 10 USC, Section 3013, which states that the Secretary is responsible for, and has the authority necessary to conduct, all affairs of the Department of the Army. The Secretary is also responsible for such activities as may be prescribed by law or by the President or Secretary of Defense. The Secretary of the Army may, after first informing the Secretary of Defense, make recommendations to Congress relating to the Department of Defense as he considers appropriate.

Assuming you are confirmed, what duties do you expect that Secretary Rumsfeld

will prescribe for you?

4. Answer: In accordance with Title 10, USC, Section 3013, I expect the Secretary of Defense will prescribe the following duties: ensure proper functioning and efficiency of the Department of the Army; formulate policies and programs that are consistent with national security objectives; effectively implement all decisions and instructions of the President or the Secretary of Defense; ensure the current and future operational requirements of the unified and specified combatant command are met; and ensure that there is effective supervision and control of Department of the Army intelligence activities.

What background and experience do you possess that you believe qualifies you to perform these duties?

5. Answer: I believe I have three basic qualifications for the position of Secretary of the Army.

First, I know how to lead, manage and change large organizations, particularly program based organizations involving people and the development and deployment of technology and systems. In the management area, I have had a great deal of experience in project management as well as success in streamlining organizational structures and improving business processes thereby transforming organizations into much more efficient and effective operations. At Westinghouse, I initiated and led comprehensive change and improvement initiatives at seven different organizations that resulted in significant operational improvements.

Second, I have a broad base of experience centered on the defense industry that has been multidimensional in terms of functions, industries and markets and has included both the commercial and government sectors. Although my industrial experience has been centered on the defense industry, it also includes energy, environmental and infrastructure, electronics, government facilities management, communication and information systems. Overall, about two thirds of my career was spent in defense, where I was involved in one or more phases of over twenty major DOD programs that spanned the entire spectrum from under seas to outer space including submarines, surface ships, aircraft, tanks, missiles and satellites. In addition, I spent a year in the DOD as a White House Fellow, so I believe I had a very good understanding of DOD organizations and enterprise processes.

Finally, I have a management approach that I believe would be effective and supportive of Defense Transformation, which is one of the key elements of the Secretary's Defense Strategy. This approach can be characterized as both results and continuous improvement driven.

I believe that the combination of successfully leading, managing and changing large, technology based organizations; the broad base of industrial experience centered on the Defense Industry; a effective management approach; direct DOD experience and my education have prepared me to be the Secretary of the Army.

What recommendations, if any, do you have for changes in the duties and functions of the Secretary of the Army, as set forth respectively in section 3013 of title 10,

United States Code, or in regulations of the Department of Defense pertaining to the functions of the Army?

6. Answer: I do not have any specific recommendations at this time. If confirmed, I will assess current Army duties and functions are warranted, and I will make appropriate recommendations to DOD.

What duties and responsibilities would you plan to assign to the Under Secretary of the Army?

7. Answer: The Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. The Under Secretary is the Secretary's principal civilian assistant and senior advisor on key Army issues. If confirmed, I will review the current assignment of functions, responsibilities and duties within the Army Secretariat and determine the capacities in which the Under Secretary can most appropriately support my efforts to ensure the Department of the Army is efficiently administered in accordance with the policies set out by the Secretary of Defense.

Relationships

What do you see as the relationship between the Secretary of the Army and each of the following?

The Secretary of Defense

8. Answer: The Secretary of Defense, as the head of the Department of Defense and the principal assistant to the President in all matters relating to the Department of Defense, issues guidance and direction to the Military Departments. The Secretary of the Army is subject to the authority, direction, and control of the Secretary of Defense. If confirmed, I will be responsible to the Secretary of Defense for the operation of the Army in accordance with such directives. I will cooperate fully with the Secretary of Defense to ensure that the Army properly implements the policies established by the Office of the Secretary of Defense. I will communicate with the Secretary of Defense in articulating the views of the Army.

The Deputy Secretary of Defense

9. Answer: The Deputy Secretary of Defense performs such duties and exercises such powers as the Secretary of Defense prescribes. The Deputy takes precedence in the Department of Defense immediately after the Secretary. If confirmed, I will be responsible to the Deputy Secretary of Defense for the operation of the Army in accordance with such directives. I will cooperate fully with the Deputy Secretary of Defense to ensure that the Army properly implements the policies established by the Office of the Secretary of Defense.

Other Service Secretaries

10. Answer: The Secretaries of the Military Departments are responsible for, and have

the authority necessary to conduct, all affairs of their respective Departments. If confirmed, I will work closely with my counterparts to foster an atmosphere of teamwork and complete trust, which I believe is critical to executing U.S. national policy. As directed by the President and Secretary of Defense, I will support the other Service Secretaries in the accomplishment of their responsibilities as needed.

The Chairman, Joint Chiefs of Staff

11. Answer: The Chairman of the Joint Chiefs of Staff's (CJCS) responsibilities are clearly delineated in Title 10 USC, Section 153. The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. The CJCS serves as an advisor but is not in the direct chain of command that runs from the President and Secretary of Defense directly to the Combatant Commanders. However, there are provisions for the President to direct communications between him or the Secretary of Defense and the Combatant Commanders be transmitted through the CJCS. This ensures the Chairman stays informed in order to execute his other responsibilities. If confirmed, subject to the authority of the President and Secretary of Defense, I will coordinate with the CJCS to accomplish the objectives of the National Command Authority.

Chief of Staff, Army

12. Answer: The Chief of Staff of the Army assists the Chairman in providing military advice to the President, the National Security Council, and the Secretary of Defense. The Chief of Staff serves as the Secretary of the Army's principal military adviser. If confirmed, I will work closely with the Chief of Staff to ensure that my decisions are implemented through the Army Staff and Army commands and agencies. I will rely upon the Chief of Staff to communicate Army Staff's plans to me and to inform me about conclusions reached by the Joint Chiefs of Staff and about significant military operations, to the extent such action does not impair the independence of the Joint Chiefs of Staff. I will work with the Chief of Staff to establish the best policies for the Army in light of national interests.

Assistant Secretary of the Army for Manpower and Reserve Affairs

13. Answer: The Assistant Secretary of the Army (Manpower and Reserve Affairs) has the principal responsibility for the oversight of manpower, personnel, and Reserve Components affairs in the Department of the Army. If confirmed, I will work closely with the Assistant Secretary to ensure that within the Department of the Army there is effective and efficient management of the force and adequate and appropriate training. My goal will be to provide soldiers, Department of the Army civilians, veterans, and their families with effective and clear policies and programs to meet their needs.

The M&RA was established in 1968 when Congress directed that the Army create a new Assistant Secretary for the specific purpose of managing manpower and reserve affairs. The Assistant Secretary of the Army for Manpower and Reserve Affairs, on behalf of the Secretary

of the Army, has the principal responsibility for setting the strategic direction and providing the overall supervision for manpower, personnel, and Reserve Affairs across all Army components (Active, Guard, Reserve, civilian and contractor). The Primary policy and oversight responsibilities include; human resources, training, readiness, mobilization, force management, manpower management, Reserve Components, Army Review Boards, equal employment opportunity and civil rights.

Assistant Secretary of the Army for Installations, and Environment

14. Answer: If confirmed, I will establish and maintain a close, professional relationship with the Assistant Secretary of the Army (Installations and Environment). I will encourage direct and open communication and will foster an environment of cooperative teamwork with this office as well as with the entire Army Secretariat and Staff.

The Office of the Assistant Secretary of the Army for Installations & Environment has responsibility for policy development, program oversight and coordination of a wide variety of Army activities. If confirmed, I will work closely with the Assistant Secretary to ensure that our Army installations are properly maintained and operated; that privatization of Army family housing and other infrastructure programs continue; and that environmental compliance and clean-up programs are being conducted in an efficient and effective manner.

Assistant Secretary of the Army for Financial Management and Comptroller

15. Answer: If confirmed I see my ASA (FM&C) as my Chief Financial Officer, my CFO who is my principal advisor on all financial matters to include resource allocation, cost controls and financial accountability.

The Assistant Secretary of the Army for Financial Management and Comptroller has the duty to resource the Army and to provide accountability to the American public. If confirmed, I will work closely with the Assistant Secretary to ensure that the Department of the Army's financial management activities and operations are operated properly and efficiently as possible.

Assistant Secretary of the Army for Acquisition, Logistics and Technology

16. Answer: The Assistant Secretary of the Army for Acquisition, Logistics, and Technology serves, when delegated, as the Army Acquisition Executive, the Senior Procurement Executive, the Science Advisor to the Secretary, and as the senior research and development official for the Department of the Army. If confirmed, I will work closely with the Assistant Secretary to ensure that all Department of the Army matters related to logistics and technology are managed in a effective and efficient manner.

Assistant Secretary of the Army for Civil Works

17. Answer: If confirmed, I will establish and maintain a close, professional relationship with the Assistant Secretary of the Army for Civil Works. I will encourage direct and open communication and will foster an environment of cooperative teamwork within the Secretariat and with the Army Staff.

The Assistant Secretary of the Army (Civil Works) has as the principal responsibility for overall supervision of the functions of the Department of the Army relating to all aspects of the civil works program. If confirmed, I will work closely with the Assistant Secretary to ensure the continued effective and efficient management of the many programs under his responsibly.

General Counsel of the Army

18. Answer: The General Counsel is the chief legal officer of the Department of the Army. His duties include coordinating legal and policy advice to all members of the Department of the Army regarding matters of interest to the Secretariat, as well as determining the position of the Army on any legal question or procedure other than military justice matters assigned to The Judge Advocate General. If confirmed, I will establish and maintain a close, professional relationship with the General Counsel to assist him in the performance of these important duties.

Major Challenges and Problems

In your view, what are the major challenges that you would confront if confirmed as Secretary of the Army?

19. Answer: Transforming the force while providing the capability to combatant commanders to fight in Iraq, Afghanistan and other theaters in the War on Terror – while continuing to deter aggression in other theaters – is a major challenge. Our Nation is decisively engaged in a war fought against global terrorist networks – that will endure, in some form, for the foreseeable future.

Assuming you are confirmed, what plans do you have for addressing these challenges?

20. Answer: To meet this challenge, we are aggressively transforming the Army as we fulfill our task to equip, train, and protect the Soldiers we provide to the Combatant Commanders. We are reshaping the Army to create a “campaign quality with joint and expeditionary capabilities.”

Waging a war while transforming is a complex, potentially high risk task; however, we have charted the right course. We are applying lessons learned in two-and-a-half years of war – and examining every aspect of how we do business. Our core competencies, however, will endure: to train and equip Soldiers and grow leaders, and to provide relevant and ready landpower to Combatant Commanders and the Joint Team.

We have three immediate objectives, contained in the Army Campaign Plan, for our transformation: modularity, rebalancing, and stabilization.

Building modular capabilities – to be able to deploy forces in distinct combat or support modules -- is already increasing our strategic responsiveness and flexibility.

Rebalancing the size and capabilities of our active and reserve components – to ensure each component is the right size with the right capabilities -- will help to manage workload for our people and units.

Stabilizing the force – lengthening time that units are assigned together -- will increase cohesion by reducing turnover and requirements for repetitive retraining on key tasks. This will improve our preparedness – or readiness to fight. A key byproduct of our focus on improving cohesion will be improvements to levels of predictability – when people will be deploying and for how long. All of these objectives will help to relieve stress on the force.

Focus Areas

The senior leadership of the Army has established immediate focus areas to channel Army efforts on winning the Global War on Terrorism and increasing the relevance and readiness of the Army. The focus areas include the Soldier, combat training centers and the Battle Command Training Program, leader development and education, Army aviation, the network, and modularity.

What is your opinion of the Army's focus areas?

21. Answer: I believe the Army's approach to focus on key areas to be right on the mark. Last summer, the Army identified 17 areas in need of immediate focus to adapt Army organizations and processes to improve its ability to do its job – provide trained Soldiers and leaders as well as the land forces needed by the Combatant Commanders to fight. Progress in the focus areas – that range from preparing Soldiers better to designing more agile resourcing and planning processes – will make the Army better. They are already improving combat and logistical capability. This will improve the ability to wage campaigns, as well as joint, expeditionary operations.

In your view, what can be done to improve these focus areas?

22. Answer:

a. Soldier -- The Army is working to prepare flexible, adaptive Soldiers supported by their families. This requires Soldiers to have all the equipment they need to fight and to protect themselves. The Army is working to resource and field this equipment, from improvements to small arms to body armor. It also requires improving training to prepare them to operate and communicate in the environment of irregular warfare. Improvements also include working to

improve their understanding of the Warrior Ethos – the values and attitudes we want Soldiers to inculcate. Finally, the Army is continuing efforts to reinforce families’ abilities to be resilient in the face of extended deployments.

b. Network – The Army is working to ensure that the network that supports Soldiers is fully interoperable with joint applications. The Army is executing a top-down, enterprise approach to integrate architecture and protocols to improve access and versatility for Soldiers and their leaders.

c. Combat Training Centers -- CTCs must continue to focus on full spectrum training in the contemporary operating environment, including greater emphasis on civilians on the battlefield and Joint operations.

d. Leader Development -- Training and Leader Development needs to continue to improve Soldier and civilian institutional training, operational experience, and self-development opportunities to better prepare our leaders to operate effectively in a Joint environment now and in the future.

e. Army Aviation -- The senior leadership’s guidance to the Army has been to make Army Aviation a capabilities based maneuver arm, optimized for the Joint fight with a shortened logistics tail. I look forward to working with the Army’s leadership as we review and adjust Aviation modernization and transformation efforts.

f. Modularity – The Army is working to complete standard designs for combat and support oriented Units of Action, that will replace the brigade design prevalent today. This conversion is well underway. The Army is working to develop strategies – and provide resources – to man, equip, train, and deploy the new modular Units of Action, many of which are already included in deployment schedules.

If confirmed, do you intend to refocus the Army’s focus areas, and if so, how?

23. Answer: I have no plans at this time. I will participate in discussions with the senior leaders in the Army to make an informed assessment.

Investigative Reports

Service secretaries are regularly called upon to make decisions regarding accountability of military and civilian personnel based on investigative reports of service Inspectors General and field commanders.

What steps do you believe that a Service Secretary should take in a case in which the Secretary has doubts about the quality and reliability of the legal and factual conclusions in an investigative report?

24. Answer: I have confidence in the independence and judgment of The Inspector General, his staff in the US Army Inspector General Agency and field IG's across the Army. These officers and their staff's enjoy a reputation and a tradition of honesty and incisive advice to the Army leadership. At the Headquarters, they receive outstanding legal support from the Office of the General Counsel and from The Judge Advocate General. Field commanders, and their detailed Inspectors General receive the same support from their supporting Staff Judge Advocate. If there is ever any doubt as to any of their reports, however, there are a number of formal agencies available to the Secretary of the Army for additional review. In criminal cases, the Secretary can refer matters to the Criminal Investigation Command. If a case involved financial integrity, the Secretary can refer matters to the Army Audit Agency. Finally, the Secretary of the Army may request the Secretary of Defense to have Department of Defense Inspector General conduct a review of the matter. In addition to these formal structures, the Secretary may direct an independent investigation under Army Regulation 15-6 to look into any matter of concern. I am confident that as Secretary of the Army, I would have the resources available to conduct the full range of independent investigations.

Title 32, U.S.C.

The National Guard operates under Title 32 of the United States Code when performing training while under the control of the State governors, and also while performing certain counterdrug activities. Legislative proposals to expand this authority to include homeland security activities have passed both Houses of Congress.

What are your thoughts on the adequacy of the present Title 32 statutes to meet the national defense and homeland security needs?

25. Answer: Title 32 was originally enacted to ensure that members of the National Guard were trained to federal standards. Title 32 has been successful in that members of the National Guard, who have been called into Federal service for generations since the enactment of Title 32, have consistently accomplished their assigned national defense missions to the highest standards. Accordingly, Title 32 has been effective in training members of the National Guard to meet national defense needs.

Although Title 32 has been expanded to permit members of the National Guard to perform counterdrug activities while under state control in a Title 32 status, it is my understanding that Congress would have to further amend Title 32 to permit members of the National Guard to perform homeland security missions while in a Title 32 status.

In your view, is an expansion of authority under Title 32 desirable? If so, why?

26. Answer: If confirmed, I will assess the Army's capabilities to accomplish its national defense and homeland security missions. I will also evaluate how the Army National Guard can best be employed to that end within the statutory limitations imposed by Congress..

It is argued that such an expansion would dilute the concept of Title 32 as a training status, making it virtually identical to Title 10 active duty service, while raising significant command and control questions. What is your opinion?

27. Answer: I agree that, if members of the National Guard are used to perform homeland security missions while in a Title 32 status, then the Army would have to ensure that the Guardsman were still adequately trained to Federal standards. I would also agree that certain missions must be performed while soldiers are subject only to Federal command and control; Federal interests would dictate that members of the National Guard should not perform such missions while in a Title 32 status.

Delivery of Legal Services

The Secretary of the Air Force has approved significant changes in the working relationship between the General Counsel of the Air Force and the Judge Advocate General of the Air Force. Information available to the Committee indicates that the ability of the Judge Advocate General and Air Force judge advocates to provide independent legal advice to senior leaders may have been undermined, and that the morale and effectiveness of the Air Force legal system have been adversely affected. The General Counsel of the Army last year expressed the opinion that a substantial reduction in the number of judge advocates in the Army might be desirable, although evidently no action has been taken on the suggestion.

What are your views about the responsibility of the Judge Advocates General of the Services to provide independent legal advice to the Service Secretaries, the Chiefs of Staff and other senior military leaders, particularly in the areas of military justice, international and operational law, including the applicability of the 1949 Geneva Convention?

28. Answer: The Judge Advocate General of the Army has specific statutory responsibilities set forth in Title 10, particularly in the areas of military justice and as legal advisor to the Secretary of the Army. I look forward to working closely with The General Counsel and The Judge Advocate General and their organizations to accomplish our Department's mission in the most effective manner possible.

What are your views about the responsibility of field judge advocates to provide independent legal advice to military commanders in the field?

29. Answer: The independent and accurate legal advice provided by judge advocates to commanders in the field is indispensable to the successful accomplishment of the Army's mission. If confirmed, I will ensure that such advice continues to be available to our commanders at all times.

If confirmed as Secretary of the Army, what intentions do you have with respect to the delivery of legal services in the Department of the Army?

30. Answer: If confirmed, I intend to fully utilize all of the legal expertise provided by our Service's military and civilian attorneys. The legal complexities of the current operational environment require the Army to leverage all available legal assets and expertise to ensure the accomplishment of our Department's mission. To this end, I look forward to the support of all Department of the Army attorneys.

Transformation

The Comptroller General of the United States has recently written that defense transformation is "a battle the U. S. cannot afford to lose" . . . , and that, "the U. S. armed forces clearly deserve an 'A' for effectiveness. At the same time, the Department earns about a 'D' for economy, efficiency, transparency and accountability."

The Army has expended a great deal of effort in developing the Army's transformation plans.

31. Answer: That's exactly right -- transformation is a battle the United States Army cannot afford to lose. While fighting two wars, the Army is decisively engaged with force transformation, our most comprehensive since World War II, and we must see this through to victory. Success in Army transformation leads to greater success in Afghanistan and Iraq by making our forces more situational aware, more deployable and more agile to seize opportunities to destroy terrorist organizations. In turn, this makes the American people safer.

Please describe your understanding and assessment of the Army's transformation plans, its strengths and weaknesses in each of the areas mentioned by the Comptroller General, and what transformational priorities you would pursue if confirmed as Secretary of the Army.

32. Answer: The Army's transformation efforts are directed to build a campaign-quality Army with joint and expeditionary capabilities now to provide relevant and ready land power to combatant commanders and the Joint Force while sustaining operational support to combatant commanders and maintaining the quality of the All-Volunteer Force. The Army is fulfilling its strategic commitments while simultaneously transforming to a modular, capabilities-based force.

Requirements and Planning Processes

For fiscal year 2004, the Department of Defense submitted a supplemental request and reprogrammed funds for Operation Iraqi Freedom to address force protection equipment shortfalls including interceptor body armor, up-armored high-mobility multipurpose wheeled vehicles and aircraft survivability equipment. If confirmed as Secretary of the Army, you will be responsible for equipping the Army.

What changes would you recommend to the way the Army prioritizes resource

allocation to mitigate future force protection shortfalls?

33. Answer: The Army, along with the Nation, has experienced a significant change in operating environment. We have journeyed from being a nation enjoying a strategic pause with predictability to an Army at War with a continuous rotation of forces worldwide to support an unpredictable Global War on Terror. In response, the Army has developed flexible and responsive resourcing processes to specifically address force protection equipment shortfalls along with other identified equipment shortfalls as they arise. I would clearly review these processes to ensure that Combatant Commander, and certainly Soldier, needs are addressed swiftly and fully with a view towards balancing supply and demand to best prioritize all available resources.

Are there changes in the planning process that you would recommend to prepare Army forces for future conflicts or operations?

34. Answer: Army planning must be flexible enough to consider the broad spectrum of potential missions and not be limited to a handful of known or suspected threats. The Army has witnessed the unforeseen and must be capable to respond quickly. Capabilities-based planning is a critical component of the Army's planning process and nests fully under the Department of Defense's efforts to transform defense planning processes. I would review the Army's progress to integrate a capabilities based planning process and eliminate artifacts from the previous threat-based planning process that impede the Army's ability to best posture for future conflicts and global operations. We must continue to meet the needs of our Soldiers in combat today and develop processes to quickly provide capabilities needed in a dynamic battlefield.

Comanche

While terminating the Comanche helicopter program, the Army stated that it would reallocate \$14.6 billion, all of the funds originally programmed for Comanche development, to critical Army aviation shortfalls. In the fiscal year 2005 amended budget request, the Army took the first step by reallocating \$1.2 billion originally requested for Comanche development to other Army aviation programs. The Army also requested funding for an armed reconnaissance helicopter and a light utility helicopter.

Do you support the Army's strategy of fixing Army aviation shortfalls using funds originally programmed for the development of the Comanche helicopter?

35. Answer: Yes. A six-month study determined that the some of the capabilities that the Comanche program would provide were no longer consistent with the Current Operational Environment. The reallocation of funds previously intended for the Comanche program will allow the Army to accelerate air crew protection and Aircraft Survivability Equipment (ASE) initiatives to meet the evolving threat and provide every aircraft with the best possible equipment; modernize approximately an additional 300 helicopters to extend aviation capabilities beyond 2020; transform Reserve Component aviation; purchase approximately 800

new aircraft; accelerate the Unmanned Aerial Vehicle (UAV) program to add platforms that extend battlefield awareness and strengthen manned-unmanned teaming; and balance current and future Army Aviation capabilities.

Do you agree with the Army's assessment that it has a requirement for an armed reconnaissance helicopter and a light utility helicopter?

36. Answer: I am aware that the Army has a plan to address the shortfalls in aviation capability. I look forward to working with the Army's Senior Leadership as we move forward to aggressively implement the plan.

If confirmed, how would you intend to address Army aviation capability shortfalls resulting from the Comanche helicopter termination?

37. Answer: The Army has already or has plans to migrate Comanche technologies into existing programs, where possible. As an example, improvements in the Forward Looking Infra-Red (FLIR) planned for Comanche have been integrated into the Apache program. As an interim solution for an armed reconnaissance platform, the Army will procure 368 helicopters to replace the Kiowa Warrior fleet. Additionally, funding from Comanche have been applied for a future Joint Multi-Role platform. This will satisfy future force armed reconnaissance requirements.

Future Combat System

The Army's Future Combat System consists of 18 programs and a network. It is managed for the Army by a lead systems integrator. The Army recently announced that it was restructuring the FCS program to accelerate the network and core FCS programs through three spirals in order to provide more network connectivity and capabilities to the current force.

What are your views on the current structure of the Future Combat System?

38. Answer: The Future Combat System is the engine of transformation for the Future Force. This year, the Army recognized the opportunity to restructure a technologically aggressive program to not only better support the future force, but also to increase the capabilities of our current force. By instituting a series of spirals of FCS technologies such as the network, intelligent munitions system, the non-line-of-sight launcher system, and eventually unmanned ground vehicles to the current force, valuable insights will be gained on the entire FCS program and inserting FCS capabilities that are required for our soldiers as they fight the global war on terrorism.

Do you believe that the Army has undertaken the necessary coordination with the Joint Staff and the other services to ensure that the Future Combat System network is interoperable with other services communication systems and that the Army will

have sufficient bandwidth to support the Future Combat Systems network?

39. Answer: Yes. The FCS Operational Requirements Document provides specific Joint interoperability requirements. The Army also recently updated our requirements to include the Network Ready Key Performance Parameter. The Army is also working closely with OSD and the Joint Staff to perform a Network Centric review of the FCS program.

What are your views on the current role and responsibilities of the lead systems integrator?

40. Answer: The Lead Systems Integrator provides direct support to the Army in requirements development and analysis, and assists in the identification, selection and procurement of components, subsystems, and systems. The Army maintains oversight and final approval of the Lead Systems Integrator's subcontracting and competition plans. In this innovative relationship, the Army always has the right of refusal, and maintains control of the work product. This process works well for the Army and for industry.

Do you have any funding- or schedule-related concerns regarding the Future Combat System restructure?

41. Answer: FCS is fully funded and will use evolutionary acquisition to develop, field, and upgrade the program throughout its lifecycle. FCS will achieve the primary goal of Army transformation which is to develop a strategically responsive, precision maneuver force that is dominant across the range of military operations. This transformation will not be quick or inexpensive, but the Army has demonstrated its commitment to resourcing this cornerstone of modernization.

Stryker Brigade Combat Teams

When General Shinseki announced Army Transformation in October 1999, he established a goal to deploy a combat-capable brigade, now called the Stryker Brigade Combat Team, anywhere in the world in 96 hours. In June 2003, the GAO stated that “the Army has made significant progress in creating brigades that can be more rapidly deployed than heavy brigades, but it cannot deploy a Stryker brigade anywhere in the world within four days.” Both the department of the Defense and Department of the Army stated that they believe that the 96-hour deployment goal should be retained.

What are your views on the 96-hour deployability goal for the Stryker Brigades?

42. Answer: The Army is currently relooking its 96-hour deployability. Specifically the Army wants to best support the Combatant Commander in expeditionary operations.

Joint Operations

Joint operations of military forces is a key element of the transformational goals articulated by Secretary Rumsfeld in facing future security threats. If confirmed as Secretary of the Army, what would your commitment be to engaging in strategic planning with the other Services for plans and programs in support of the joint integration of U. S. forces to face future security threats?

43. Answer: I enthusiastically support the emphasis on joint integration that is so evident in the Army Transformation plan. I intend to continue along the path toward even more jointness in planning for the future. The Army depends heavily on its partners in other services and the Army provides critical security, protection and support to elements of other services throughout a typical campaign. We must understand and even embrace those interdependencies. I would be in favor of any initiatives that bring the services together in the strategic planning stage, just like they are always teamed when deployed and in harms way. The nature of the challenges to national security today are such that no single service is likely to have all that it takes to prevail in a campaign or contingency. For reasons of collective effectiveness, efficiency, and budgetary discipline, we must go about the task of shaping the future force jointly.

Science and Technology Program

The defense science and technology program is recovering after years of declining budgets. However, the budget request for defense S&T still falls short of the Secretary of Defense's goal of dedicating 3% of the total defense budget to science and technology.

If confirmed, how do you plan to increase the Army science and technology program to meet the Secretary's goal?

44. Answer: We are a Nation at War. The Army continues to balance the needs of the Current Force with those of Army Transformation.

Space

The Army has restructured its program executive office for air and missile defense to include Army space efforts, and issued a new Army space policy.

Are you satisfied that current Department of Defense management structures adequately support and protect Army equities in space?

45. Answer: Current DoD management structures provide adequate support for Army space equities. The process of developing joint concept and doctrine provides an opportunity and a forum for the Army to actively participate in the development of space architectures, programs and systems to ensure that they will meet Army required capabilities.

Are you satisfied with the current level of effort in the Army related to space

programs? Do you believe these efforts have the right focus?

46. Answer: The Army has gained an increased appreciation for space-based capabilities from OIF and OEF. The Army is actively working to improve and integrate its space capabilities. Army efforts include new material development and synchronization, soldier training initiatives, force structure and organizational changes, as well as doctrinal updates. The Army's focus has been to push space capabilities forward and down to the tactical level, providing the warfighter with increased capabilities. Focusing to support the warfighter is a good thing.

The Army currently defines its space career field as a subset of the information technology career field.

47. Answer: Space operations are centered on the use of and exploitation of information. Space capabilities are currently centered on gathering, providing, denying and transmitting information.

Do you believe the information technology career field structure is adequate to support Army space interests?

48. Answer: The Army's space capabilities are expanding and becoming more diverse. The Army is currently involved in a year-long study to determine its future space career field requirements and structure.

Do you believe that the space career fields of the Army, Navy, and Air Force should be integrated?

49. Answer: Jointness is always good. However, each Service has its own unique operational requirements. The Army needs space personnel who understand ground maneuver warfare and are trained and equipped to operate in this medium.

Missile Defense

Management for procurement of the Patriot Advanced Capability-3 (PAC-3) system has transitioned to the Army, but proper alignment of continuing ballistic missile defense research and development efforts remains an open question.

Do you believe that PAC-3 should remain thoroughly integrated in the ballistic missile defense system being developed by the Missile Defense Agency?

50. Answer: Certainly. The Army systems are planned to be fully integrated into the Ballistic Missile Defense System (BMDS). The Army and MDA remain committed to ensure the integration of the PATRIOT PAC-3 program in the BMDS. Additionally, the PATRIOT

retains the mission of providing air and missile defense independently of the BMDS. As the BMDS evolves its functions of detection, tracking, engagement, and interception of threat missiles in all regimes of flight, the Army will work with MDA as a team member of the robust BMDS architecture.

What is your view of the best organizational and management structure to support the spiral evolution of PAC-3 air and missile defense capabilities?

51. Answer: The current structure is probably the best structure in today's environment. The current management structure of the Combined Aggregate Program, combines the PATRIOT and MEADS programs. By the current International Memorandum of Understanding (MOU), the Program Manager, Lower Tier, is the General Manager of the NATO MEADS Management and Logistics Agency (NAMEADSMA). NAMEADSMA has issued the contract to the international consortium of US, Italian, and German concerns to develop the MEADS system. The General Manager, a US Army officer provides the responsiveness and insight needed by the US membership. The incremental acquisition approach balances the needs of evolving the PATRIOT system in the near term and development of the objective MEADS system in what we believe will be the most cost effective manner to meet the strategic, tactical, and operational needs to provide the operational forces the AMD protection needed today and in the future as the threat continues to change. Our ongoing relationship with MDA ensures the integration and interoperability continue and provides benefits to a challenging mission area.

Low Density/High Demand Forces

If confirmed, how would you address the Army's challenge in manning low density/high demand units such as military police, civil affairs, and other units?

52. Answer: The Army is already undergoing its largest restructuring effort in over 50 years to divest of cold war capabilities and meet the demands of the 21st century. This restructuring includes increases in military police, civil affairs, intelligence, and other highly stressed career fields. Our challenge centers on recruiting and retaining the right volunteer force given current and anticipated force levels required to support the GWOT.

Do you believe that the Army needs to field additional such units?

53. Answer: We continue to assess current and evolving missions and will invest in additional capabilities based on Combatant Commander requirements.

Prevention and Response to Sexual Assault

The Senate Armed Services Committee has aggressively pursued reports of sexual assault in the military and demanded improved efforts by leadership at all levels in the Military Departments to prevent and respond to instances of sexual assault against members of the Armed Forces. Legislative proposals are now pending which call for the

development of comprehensive policies and programs to prevent and respond to sexual assault and violence against military members, to include detailed reporting on an annual basis of instances of sexual assault and actions taken in response to substantiated cases. If confirmed as Secretary of the Army, you will be responsible for carrying out the mandate of Congress to effectively deal with and ultimately eliminate, through prevention and training, the crime of sexual assault against military members in the Army. You would also be responsible for accurate annual reporting of the incidence of sexual assault and disposition of substantiated cases, including care for the survivors of sexual assault.

Are you prepared to accept this responsibility, if confirmed, and to assign the highest priority to this mandate?

54. Answer: I concur with the Secretary of Defense that sexual assault will not be tolerated in the Department of Defense. Sexual assault is a societal problem based on the criminal misconduct of individual actors. In light of the individual criminal responsibility, the ability to wholly eradicate the problem is limited. However, I intend to do everything within my power to improve on prevention and response to sexual assault in the Army. I am aware that the Army has taken significant steps in the last year to improve on this issue.

What is your understanding of the problem as it exists today, including the steps taken by the Army in the last 7 months to address the problem of sexual assault.

55. Answer: In the last seven months, the Army created a Department of the Army Sexual Assault Task Force which studied the problems of sexual assault within the Army in the deployed and garrison environment. The Task Force developed an Action Plan which is currently in the process of being implemented addressing a wide range of issues including, but not limited to, improved services to victims, improved reporting procedures, and Army-wide training on sexual assault prevention and response. I will insure the complete implementation of the action plan and will remain continuously sensitive and vigilant to the issue of sexual assault within the Army.

What is your estimate of the types and amount of resources required to adequately address this problem in the future?

56. Answer: I do not have the specifics of either Task Force Report. I would not be surprised at a need for additional counselors, investigators, and reporting mechanisms, but I cannot guess at the requirements. But if confirmed, I would find out quickly.

Human Capital

The Army has a very large civilian workforce which is increasingly integral to support every aspect of the Army's worldwide mission. In fiscal year 2004, Congress authorized the Department of Defense to design and implement a National Security Personnel System, to modernize the civilian workforce and provide needed flexibility for

management of the civilian workforce.

What is your vision for an effective human capital strategy for the Army's civilian work force?

57. Answer: The Army civilian workforce has been and will continue to be a major contributor to military readiness, providing continuity, expertise, and commitment. The Army's Transformation strategy involves developing an objective force that is more responsive, deployable, and sustainable than the present force. Civilians must continue to perform critical roles, from keeping war fighting organizations ready for worldwide deployment today to building the sophisticated tools necessary to maintain readiness tomorrow. Civilian workforce readiness is critical to the Army's success and must be continuously addressed to ensure its viability. NSPS provides an opportunity to develop streamlined and flexible processes for recruiting, hiring, pay administration, and performance management, within the framework of merit principles, accommodation of veterans' preference, and respect for employees' right to bargain. I agree with the NSPS Guiding Principles of:

- a. Putting mission first
- b. Respecting the individual and protecting rights guaranteed by law
- c. Valuing talent, performance, leadership and commitment to public service
- d. Being flexible, understandable, credible, responsive and executable
- e. Ensuring accountability at all levels
- f. Balancing human resource system interoperability with unique mission requirements
- g. Being competitive and cost effective

What is your understanding of the National Security Personnel System and the status of its implementation in the Department of Defense today?

58. Answer: The 2004 National Defense Authorization Act, signed by President Bush on November 24, 2003, allows DoD to establish new personnel rules for the civilian workforce, within the framework of merit principles, accommodation of veterans' preference, and respect for employees' right to bargain. The law authorizing NSPS provides a framework but does not prescribe the specific elements of the new system. Secretary of the Navy Gordon England is the DoD Senior Executive for NSPS. He is working with the Components and OPM to design, develop, establish, and implement NSPS. Proposed regulations implementing NSPS will be jointly prescribed with the Director of the Office of Personnel Management.

Governance of the TRICARE health benefit

In October, 2003, the Under Secretary of Defense for Personnel and Readiness, issued a policy on governance of the DoD health care benefit designed to greatly improve the administration of TRICARE through the establishment of three geographical regional commands, and supported by a health delivery system that "focuses on joint decision-making and effective resource allocation." Each of the Service Secretaries was asked to

provide a military flag officer or Senior Executive Service civilian to lead one of three regions. To date, the Army has declined to support this critical leadership requirement. The Committee believes that the role of the TRICARE Regional Director is key to the effective administration of the uniform health care benefit for all uniformed services members, retirees and family members and requires the sustained commitment of each of the military departments. The Committee further believes that service as Director of a TRICARE region is a key qualification for future Army medical leaders.

If confirmed, do you pledge to support the requirement for senior flag officer engagement and accountability as a Regional Director for the TRICARE program?

59. Answer: Managing health benefits is a significant challenge for any organization. I am certain this is equally challenging for the Army. The Army must provide a competitive health benefit for recruitment and retention and meet the Title 10 responsibilities to ensure a medically ready and deployable force. Finally, the Army must provide the highest quality care possible to that force wherever it is deployed. I certainly would support the assignment of SES members to these jobs, but I believe the decision to assign General Officers as TRICARE Regional Office Directors requires much more detailed consideration. We need to make sure we have the right people with requisite skills, training, and professional development to successfully serve in these important positions.

Devolvement

This year the Office of the Secretary of Defense (OSD) devolved (transferred) several programs to the Services. Many of these programs reside in OSD because of the inherent jointness of the program.

If confirmed, how would you plan to maintain the integrity of those programs devolved to the Army?

60. Answer: The Army will maintain the integrity of those programs by enforcing the processes that establish joint program requirements and ensuring appropriate funding levels are maintained. Any programs that involve international partners, like PAC3/MEADs, will abide by the international agreements guiding those programs. The Army will work closely with OSD, its sister services, and international partners to ensure requirements are prioritized, resourced and executed.

Acquisition Reform

Secretary Rumsfeld testified that the cycle time for major acquisition programs conducted over the past several decades averages between eight and nine years. Others have stated that the cycle time may be as long as 15 to 20 years. The Secretary stated that this cycle time is not sufficiently responsive to urgent new challenges and rapidly emerging technological developments.

What are your thoughts on specific steps that can be taken to reduce the cycle time for major acquisition programs?

61. Answer: I understand that the cycle time for major acquisition programs can take longer than desired. I will make it a top priority to review the steps in the process to see if any reduction in time can be achieved.

Do you see a need for any changes to the existing acquisition structure and/or acquisition chain of command?

62. Answer: The current structure is fine until my review is complete.

Acquisition Workforce

There has been considerable pressure to reduce acquisition organizations on the basis of absolute numbers. DOD has reduced its acquisition workforce approximately 50 percent, from the end of fiscal year 1990 to the end of fiscal year 1999, while the workload has remained essentially constant, and even increased by some measures.

Are you concerned that reductions to the acquisition workforce will have a negative effect on program management, and if so, how do you plan to address this problem?

63. Answer: The Army is not asking for an increase. Programs are managing the increased work load by shifting current personnel. By applying risk management to the manufacturing and inspection process, personnel have been moved to needed position. There is an Army initiative to develop more scientists and interns.

As the DOD continues to emphasize contracting out and competitive sourcing, the skills, training and experience of the acquisition workforce will be critical in effectively managing these contracts. In addition, the Department's Acquisition Workforce 2005 Task Force has reported that DOD will be faced with a significant demographic challenge as 50% of the remaining acquisition workforce will be eligible to retire in the next five years.

Do you believe the current acquisition workforce has the quality and training to not only adapt to new acquisition reforms, but also respond successfully to the increased workload and responsibility from managing privatization efforts?

64. Answer: There are several programs in place to attract high quality personnel. The Director of Acquisition Career Management has implemented several initiatives to ensure the workforce continues to evolve as a professional workforce. These include complying with projected changes in DAWIA II, enforcing higher certification standards and supporting advanced training for workforce members. One of my priorities will be to evaluate the

effectiveness of these initiatives.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

65. Answer: Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

66. Answer: Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Secretary of the Army?

67. Answer: Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

68. Answer: Yes.